#### WORKFORCE ESSENTIALS

2019 Governor's Investment in Vocational Education (GIVE)

Rutherford Works: Developing a Healthcare Talent Pipeline

Workforce Essentials

TCAT Murfreesboro/Smyrna

#### IN PARTNERSHIP WITH:

- 1. Workforce Agencies
  - a. Workforce Essentials, Inc.
  - b. Rutherford Works
- 2. Postsecondary Partners
  - a. Tennessee College of Applied Technology-Murfreesboro/Smyrna
- 3. School System
  - a. Rutherford County Schools (RCS)
- 4. Employers
  - a. National Healthcare Corporation (NHC)
  - b. Adams Place
  - c. Murfreesboro Medical Clinic
  - d. Vanderbilt Medical Center
  - e. Amada Senior Care
  - f. Tri-Star Stonecrest

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Funding requested:

**\$353,154.60** 

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## RUTHERFORD WORKS: DEVELOPING A HEALTHCARE TALENT PIPELINE

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## **Program Summary Abstract**

"Please wait, the technician will be with you in a moment." Help wanted: Certified

Nursing Assistants! With baby boomers living longer, increasing the number of healthcare
facilities, the need for more first line medical technicians and the demand for healthcare
providers is a reality. To assist in meeting this need, Rutherford Works: Developing a

Healthcare Talent Pipeline proposes a two-prong approach to address current and future medical
workforce needs and skill shortages within the Northern Middle Workforce Area.

The consortium's first and fastest approach is to develop strong relationships between Rutherford County Schools Career and Technical Education programs and the TN Colleges of Applied Technology Allied Health programs. We will also coordinate work-based learning opportunities with our strong industry partnerships such as National Health Corporation and Tristar Stonecrest-Smyrna. Five slots in each allied health program will be held for high school graduates.

Our second approach is Career Awareness. Our goal is to educate others about the many careers in healthcare that are offered outside the typical nursing careers beginning as early as middle school. We will outfit eleven middle schools with the supplies, materials, and equipment for the Introduction to Health Science course at the 8<sup>th</sup> grade level. *Rutherford Works:*Developing a Healthcare Pipeline will also address our high school and adult students through industry certifications, program development, and Work-Based Learning programs.

Rutherford Works: Developing a Healthcare Pipeline will assist in meeting a healthcare need in an area that is experiencing high demands; while providing industry certifications, work based learning opportunities, and ultimately aiding the Drive to 55 state initiative with a better educated workforce.

## **Rutherford Works: Developing a Healthcare Talent Pipeline**

### **SECTION 1: Demonstration of Need**

According to the LEAP 2018 Occupation Analysis "Healthcare and support occupations are in high demand in both Tennessee and the nation. The healthcare sector will continue to grow as the baby boomer generation continues to enter retirement and as people continue to live longer lives." Nowhere is this more acute than the Rutherford County labor force. Rutherford County is the mecca for healthcare establishments according to the TNECD County Profile Tool. Five hundred forty-three (543) healthcare businesses employ over 10,800 individuals in the Healthcare and Social Services industry making it the fifth largest industry classification in the County. The average wage of a healthcare worker exceeds \$57,000 per annum making it a premier career pathway for youth and the underemployed.

THEC's Academic Supply and Occupational Demand 2019 report lists Healthcare occupations as one of the top six industry clusters that is in-demand and that report has continually mentioned Healthcare as a growing industry over the past five years. Nurses, Medical Technicians, Therapy Assistants are all needed to keep pace with the growing demand. With Rutherford County's growth in manufacturing, this also stresses the Healthcare cluster which includes occupational health and safety specialists that are used in pharmaceutical manufacturing, chemical production, and food production, all adding additional pressure on a thin workforce supply. Healthcare and medical devices are also listed as one of the top 10 Key Clusters in the CERT county profile tool. Saint Thomas Rutherford Hospital is the seventh largest employer in the County with 1,100 healthcare employees that cover the entire spectrum of the healthcare cluster. The Healthcare Workforce is further stressed through regional competition for skilled and certified workers due to the vast amount of Healthcare businesses

surrounding Rutherford County and well within the commuting distance of the average resident.

Currently over 1,400 healthcare professionals commute out of Rutherford County daily.

Description	2019 Jobs	2025 Jobs	2018 Resident Workers	2018 Net Commuters	Avg. Hourly Earnings
Registered Nurses	1,184	1,359	2,130	(993)	\$27.87
Licensed Practical I Nurses	735	811	912	(197)	\$20.96
Nursing Assistants	753	826	1,002	(268)	\$14.62
Total	2,672	2,996	4,044	(1,458)	\$22.20

Also within the Profile, twenty-three additional hospitals and surgery centers from Vanderbilt, to Tristar Summit, to Murfreesboro Medical Center are all competing for the same skill set in health-related fields. The solution to this competition is the *Rutherford Works:*Developing a Healthcare Talent Pipeline.

Table 1: Top 25 High-Demand Occupations with the Greatest Number of Annual Openings								
SOC Code	Occupation Title	Level of Education	Annual Openings	Candidates per Opening	Entry Annual Wage 2017			
29-1141	Registered Nurses	Bachelor's	4,315	0.05	\$45,440			
29-2012	Medical and Clinical Laboratory Technicians	Associate	620	0.93	N/A			
31-2021	Physical Therapist Assistants	Associate	475	0.09	\$43,740			
21-1022	Healthcare Social Workers	Master's	415	0.27	\$35,290			

<sup>\*</sup>Awards and matching employment data available at one level above or below the level of education listed.

Sources: Columns 1-4, TN Employment Projections 2016-2026, TDLWD; Column 5, Jobs4tn.gov; Column 6, tn Occupational Employment Survey TDLWD

## A. Alignment with Tennessee's Drive to 55 goals

The *Rutherford Works: Developing a Healthcare Talent Pipeline* is directly aligned to the Tennessee Drive to 55 goal of equipping 55% of working age Tennesseans with a degree or certification. According to the Higher Education 2019 Profile the goal for Rutherford County alone is to create 9,892 degrees and certifications per year. The Healthcare Pathway is a two-pronged approach to ensure Rutherford exceeds that goal. To launch high school students into a Health Career Pathway, Rutherford County Schools Career and Technical Education classes will

include a track in Certified Nursing Assistant (CNA) and Certified Clinical Medical Assistant (CCMA).

## **Projected Annual Openings**

\*Nursing Aides, Orderlies, and Attendants (no data available for Nursing Assistants)

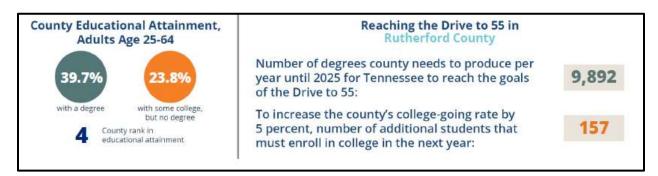
\*Northern Middle TN, TN (which contains Rutherford County, TN - no data available for Rutherford County, TN)

1,235

33% of the 3,700 total estimated annual openings in Healthcare Support occupations.

Source: TN Dept of Labor & Workforce Dev, Div Emp Sec, LMI

At a minimum at least 25 high school students per annum will be issued a CNA certification and 75 students will be issued a CCMA certification that will immediately allow them to enter the world of work with such WBL partners as Saint Thomas Rutherford and Trustpoint Hospitals. The second track to build on Drive to 55 goals will target adult learners through TCAT Murfreesboro in the establishment of a Medication Aide program that also will add 25 certifications in the healthcare cluster per annum.



## **B.** Localized Data Demonstrating the Need for Action

Rutherford County has a 2.7% 2018 unemployment rate according to the County Profile Tool. Rutherford County even though it has a 95.2% High School graduation rate still has over 11% of persons in the household living below the poverty line. Given that a rising tide lifts all

boats, this two- pronged approach will allow those completers an avenue into the Healthcare career pathway that will foster continuous learning and relieve pressure on this field. Economic Modeling Specialists predicts a 16.1% increase in Healthcare Careers within the Rutherford region between 2019-2025 while its same analysis predicts only a 12% growth across the nation.

## C. Clear Linkages between Grant Activities and Local Needs

The Rutherford Works Healthcare Pipeline directly links to addressing the current and future workforce needs and skill shortages within the Northern Middle Workforce Area to include Rutherford County. This is accomplished through strong relationships with Rutherford County Schools and TCAT Murfreesboro as well as strong industry partnerships with Tristar Stonecrest in Smyrna. Additionally, this proposal will be able to ramp up courses immediately from notification of approval with minimal impact to the educational structure already in place. Both the CNA and CCMA track can begin quickly due to the high demand of business and health care providers that are ready to provide the Work Based Learning components to speed the flow of skilled workers into their employment as seen by the attached Memorandum of Understanding (MOU).

## **SECTION 2: Program Plan**

## A. Detailed Project Timeline and Overview

The Rutherford Works: Developing a Healthcare Pipeline, will be the framework for implementing the Healthcare Awareness and program implementation at the middle school level, industry certifications, program development, and create apprenticeship programs for the high school level, and industry certifications, program development, and create apprenticeship programs for the TCAT level. We understand that students must be aware of potential workforce opportunities at an early age to aid in making more informed career choices. The TCAT

Medication Aide Program overview is a certified nursing aide who has completed training to administer medications to patients while working under the supervision of a licensed nurse in a safe and caring environment. This program will include classroom theory, demonstrations and practice in the lab, and a clinical practice component in a long-term and skilled nursing facility. Certified Medication Aides administer medications and compassion. Medications may include oral medications, topical medications, and metered dose inhalers with spacers.

#### 1. Year 1 -

Meet with all 11 Middle School Principals and School Counselors to begin identifying the students that will be in the Introduction to Health Science course.

Utilize YouScience data to determine high aptitude students for health science, which will raise awareness at all levels for the career opportunities in the Health Care Industry.

- Create mentor relationships with the TCAT, high school, middle school educators and with the school counseling departments
- ii. Begin the Medication Aid Class at TCAT and establish the apprenticeshipprogram which includes hiring a teacher at the TCAT level
- iii. Begin purchasing supplies, materials, textbooks and equipment for the Introduction to Health Science course at the Middle Schools level and the TCAT level, the High School Level supplies and materials will be taken care of by the RCS General Purpose fund

- iv. Begin preparing and testing for the industry certifications, establish apprenticeship opportunities for students and clinical placements as needed
- v. Review industry partnerships roles and responsibilities and have them give continuous feedback

### 2. Year 2 -

Continue to monitor the progress of the *Rutherford Works: Developing a Healthcare Talent Pipeline* initiative

- Continue to mentor the teachers at all levels to ensure a seamless transition from middle school to high school to TCAT
- Begin preparing and testing the next cohort of students for the industry certifications, establish apprenticeship opportunities for students and clinical placements as needed
- iii. Work with our industry partners to ensure student success and to make sure the students are coming out of our programs ready to enter the workforce
- iv. Begin the next groups of cohorts of the Medication Aid Class at TCAT and establish the apprenticeship program

### 3. Year 3 -

Continue to monitor the progress of the *Rutherford Works: Developing a Healthcare Talent Pipeline* initiative

 Continue preparing students for the workforce and begin preparing and testing the next cohort of students for the industry certifications ii. Begin the next groups of cohorts of the Medication Aid Class at TCAT and establish the apprenticeship program

## B. Clear Alignment of workforce data and drive to 55 goals

According the Drive to 55 Alliance, the goal of the Drive to 55 initiative is to help generate greater private sector awareness, ownership and support for the long-term steps needed in college entry and completion, adult education and training, and identifying and closing skills gaps to better prepare our workforce and our state for the future. The *Rutherford Works:*Developing a Healthcare Talent Pipeline is aligned to the Drive to 55 work. Rutherford County has to produce more credentialed adults than other counties based on our size. We are very adamant about this work and want our students both Secondary and Post-Secondary to be successful. We plan to have 25 CNA certified students and 75 CCMA certified students every year of the GIVE Act Grant at the Secondary Level and 45 Medication Aide certified students every year of the GIVE Act Grant at the Post-Secondary Level. The focus on Industry Certifications will not only meet the Drive to 55 goal, it was also meet our Industry Partner needs.

### C. Measurable objectives for each phase of the project

It is our objective to create awareness of the health care industry opportunities to our younger students and to establish strong relationships with our Industry Partners. We plan on establishing the Introduction to Health Science course at the 8<sup>th</sup> grade level in all of our eleven middle schools. At the current time, we only have this course in one of our middle schools. To increase from 1 to 11 will be a 90% increase which is very significant. When our students move on to high school, we want them to acquire industry certifications. We want 25 students to obtain their CNA certification each year and 75 students to obtain their CCMA each year. We

only had 16 obtain their CNA this past year and 32 obtain their CCMA certification last year. The numbers are staggering but I know our students are up to the challenge. Our goal is to have 45 students obtain their Medication Aide certification each year of the GIVE Act Grant which will be a 100% growth because we are initiating this program. Our Industry Partners will help us throughout this process with our monthly meetings and our accountability in place to see this program through.

## D. Recruitment of underrepresented student groups (gender, race/ethnicity, economically disadvantaged students, English Language Learners, students with disabilities)

All means all, we want all students to succeed and we will do whatever it takes to remove barriers that stand in their way. Our CTE classes lend themselves to education with a "hands-on" approach. This technique is appealing to a broader range of students due to the fact that it is not all book work, the students have to conduct labs and really show that they know the concepts given. We do not for any reason discriminate against our students. We are constantly recruiting all students for our CTE Programs of Study, both traditional and non-traditional students. We have measures in place to assist our econonimcally disadvantaged students monetarily, extra supports for students with disabilities, and supports for English Language Learners as well. We do not take our responsibility lightly and we will help every student succeed.

## E. Project Governance and Accountability Plan

Marla Rye is our Project Lead with Workforce Essentials. The Project Steering

Committee will include the following: Beth Duffield with Rutherford Works, Dr. Carol Puryear with TCAT Murfreesboro, Tyra Pilgrim, Barbara Powers, and Kelly Chastain with Rutherford

County Schools, Chris West with NHC and Buckley Winfree with Adams Place. This group of individuals will help to oversee the GIVE Act Grant throughout its entirety. We will meet

monthly to monitor activities and to evaluate the success of the programs and report out to the Rutherford Works Health Care Council.

## F. Structure of the optional WBL program

We are going to utilize the WBL program through implementing an Apprenticeship Program for our Seniors in High School and our TCAT students. We will use the TDOE Framework and model for our in-class work and assignments. The registered apprenticeship piece will add rigor and sustainability to our program. The WBL course at the high school level will be a credit bearing opportunity and our students will obtain jobs that are aligned with our local labor-market needs.

## G. Role of proposed equipment request

The students will need specific TDOE recommended equipment, supplies and textbooks. The Introduction to Health Science will need the following equipment items: AED Trainer, Blood Pressure Cuffs, Blood Pressure Simulator, Casualty Simulation, CPR Boards; CPR Manikins for adults, children, and infants; Giant Dental Care Model; Health Education sets, eye ball, brain, heart, skeletons; Portable Anatomical Chart Set; Pulse Oximeter Kit, Standard Physician Scale; Storage cabinets; Teaching Dual Head Stethoscopes, and Crutches. These equipment items purchased for the Middle School programs will enable the teachers to teach the standards and competencies they will need to move into the Health Science Education course as a Freshman. The listed equipment is on the TDOE approved list for Health Science Education and will meet all the State Standards for this course. There are some items that will be considered supplies, they include: alcohol prep pads; CPR Training Face Shields; Digital Thermometer; Emery Boards; Eye Occluders; Gloves; Glo Germ Glo Kit; Isolation Gowns; Kerlix Bandage Rolls; Oral Dental Swabs; Diagnostic Pen lights; Percussion Hammer; Safety

Goggles; Snellen Chart; Surgical Tape; Thermometer sheaths; Tooth Brushes; Toothpaste; and a Tuning Fork. We will inventory all of the equipment purchased and keep a list that will be housed at the school level, the Central Office level, and the TCAT Murfreesboro level.

## **SECTION 3: Strength of Partnership**

The cornerstone of the *Rutherford Works: Developing a Healthcare Talent Pipeline* proposal is the strong partnership between business, workforce and education stakeholders in Rutherford County. With existing relationships already in place, the foundation of the proposal is the Rutherford Works Healthcare Advisory Council. Along with the GIVE Act Grant core partners, the Advisory Council will serve as a steering and oversight committee to assure alignment with business and industry. **Employer Partners** include NHC, Adams Place, Murfreesboro Medical Clinic, Vanderbilt University Center, Amada Senior Care and Stonecrest.



The primary purpose of the Rutherford County Health Care Advisory Council is to address the current and projected shortages of health care professionals in Rutherford County. A secondary purpose is to establish partnership and opportunities for collaboration between health care providers where partnerships have not existed before.

Marla Rye, Executive Director of Workforce Essentials will serve as the Co-Director along with Beth Duffield, Senior VP, Education & Workforce Development of the Rutherford County Chamber of Commerce/ Rutherford Works.

## Core partners include:

Partner	Representative	# of Years'	Specific Experience
		Experience	
Workforce Agency:	Marla Rye,	Workforce	Manages WIOA grant funds as
Northern Middle TN	Executive	Industry	well as multiple federal and state
Workforce Board	Director	30 years	workforce grants
Workforce Agency:	Beth Duffield,	Workforce	Facilitates Rutherford Works
Rutherford Works	Senior VP	Industry	Health Care Industry Council
		12 years	meetings and initiatives
<b>Higher Education:</b>	Carol Puryear,	Higher	TCAT Murfreesboro has a wealth
-TCAT Murfreesboro	Vice Chancellor	Education	of experience in delivering
	for Economic &	26 years	workforce instruction as well as
	Community		specific industry related training
	Development		throughout Rutherford County.
K-12:	Tyra Pilgrim,	Secondary	The RCS has numerous
Rutherford County	CTE Director	Education	successful CTE pathways to
School System		18 years	enhance vocational education
CTE			opportunities for students.
<b>Employers:</b>			See MOU/letters of support

Specific roles and responsibilities of each partner have been outlined in the Memorandum of Understanding which includes the following:

Workforce Essentials/Northern Middle TN Workforce Board as the lead entity will be responsible for grant oversight including convening partners to promote the share mission, track program goals, conduct compliance monitoring, engage support from community leaders, promote grant activities through social media and be responsible for all grant activity.

As a partner, the Board will provide a direct connection to the myriad of services offered in the American Job Center system to customers, students and employers participating in the Healthcare Pipeline program, assist and develop with the implementation of career pathways in advanced manufacturing with local and regional employers and educational institutions, coentroll youth and adult participants who qualify under the Workforce Innovation and Opportunity Act (WIOA) bringing additional supports to the individual to eliminate barriers to training and

provide additional tailored support services for qualified WIOA customers to assist in their transition to employment.

Rutherford Works will serve as the co-director of the project and oversee the Healthcare Advisory Council which will review and monitor the ongoing operation of the project. In addition, Rutherford Works will support the long-term business engagement and monitor employer satisfaction with the Healthcare Talent Pipeline. The Chamber of Commerce will seek community support for the project, including local elected officials to increase public awareness.

TCAT Murfreesboro will serve as the fiscal agent for the *Rutherford Works:*Developing a Healthcare Talent Pipeline. In this role, TCAT will be responsible for all financial transactions related to the grant and assure their compliance to TBR financial policies and regulations. In addition, TCAT will coordinate dual enrollment and/or dual credit with the local school system, provide instruction related to the Medication Aide training and coordinate workbased learning opportunities for adults.

Rutherford County Schools will implement healthcare pathways, including instructional strategies, business partner engagement and work-based learning opportunities for students, including incorporation of the healthcare pathway in middle school. In addition, each school system will manage dual enrollment and/or dual credit with TCAT Murfreesboro.

**Employer Partners** include NHC, Adams Place, Murfreesboro Medical Clinic,

Vanderbilt Medical Center, Amada Senior Care and Stonecrest. Commitments can be found in
the matrix below:

## Rutherford Works Healthcare Talent Pipeline EMPLOYER PARTNERS

	NHC	Adams Place	Clinic Vanderk:	Center	Amada Senior Care	Stonecrest
/	< /	$\frac{Ada_{a}}{Murfices}$	Vande	,	Amada	Stor

		[		/ ~			<u> </u>
	EMPLOYER agrees to partic	cipate in:					
Section 1: NEED	How many job openings will you have in next 2 years including new positions and turnover?	50	20	Numerous	Numerous	Numerous	Numerous
					Г	I	
	Development of Youth Apprenticeship Opportunities	X	X				
	Development of Adult Apprenticeship Opportunities	X	X				
Plan	Host Plant Tours for youth and adult program participants	X	X				
gram Lear	Participate in school career exploration events	X	X			X	
Prog	Host teachers in plant to increase knowledge & awareness	X	Х				
Section 2: Program Plan- Work Based Learning	Create summer internships for students	X	Х	Х		X	
Secti	Donate materials, tools or equipment to grant	X	X				
	Interview/hire qualified applicants completing program	X	Х	Х		X	X
	Participate in WIOA On-the Job Training	X	Х				
Section 3: Strength Of Partnership	Serve on Rutherford Works GIVE Advisory Council	X	Х	X	X	X	X
Secti Streng Partn	Attend scheduled meetings (calls or in-person)	X	X	Х	X	X	X
				<u> </u>	•		
Section 4: Budget	Review budget and provide oversight on grant	X	X	X	X	X	х
on 5: ability	Employer agrees to hire QUALIFIED applicants if employer has job openings	X	X	х	X	X	X
Section 5: Sustainability	To support sustainability the Employers agrees to pay for participant costs of Medication Tech training program upon completion of GIVE Grant (TCAT to pay instructor cost)	Х					
				•			

**SECTION 4: Budget Plan** 

## A. Clear Alignment between Funding Request and Grant Activities

Grant Activities	Year 1	Year 2	Year 3	Total
ACT – National Career Readiness	\$6,000	\$6,000	\$6,000	\$18,000
Certificate (NCRC)				
Certified Nursing Assistant (CNA)	\$2,500	\$2,500	\$2,500	\$7,500
(\$100) - 25				
Certified Clinical Medical Assistant	\$11,625	\$11,625	\$11,625	\$34,875
(\$155) - 75				
Medication Aid and Certification Fee	\$11,475	\$11,475	\$11,475	\$34,425
(\$255) – 45				
High School Classroom Materials	RUCO	RUCO	RUCO	matching
	Schools	Schools	Schools	
Outfit 11 middle schools - \$10,000	\$110,000			\$110,000
per school				
Text Books	\$19,250			\$19,250
Cost of Medication Aid Class (TCAT	\$30,000	\$30,000	\$15,000	\$75,000
Murfreesboro Instructor)				
Student expenses for Medication Aid	\$9,315	\$9,315	\$9,315	\$27,945
course				
Administrative: Indirect	\$26,159.60			\$26,159.60
Total	\$226,324.60	\$70,915	\$55,915	\$353,154.60

The Grant Activities will be recorded and monitored to ensure proper use of the funds.

TCAT Murfreesboro will be the fiscal agent and will oversee all monetary activities. The table above shows the activity and the timeline of when the activity will take place.

## B. Explanation of any anticipated indirect costs associated with the implementation and administration of the grant

The indirect cost associated with the implementation and administration of this grant will be incurred through the assurance of compliance to TBR financial policies and regulations. The implementation and oversight of the Medication Aide program, and the coordination of dual enrollment/dual credit and WBL opportunities with be facilitated by TCAT Murfreesboro.

## **SECTION 5: Sustainability**

Upon completion of the grant period, Tennessee College of Applied Technology-Murfreesboro and its partners are committed to sustaining this grant. National Health Corporation and TCAT Murfreesboro have pledged to underwrite the Medication Aide class following the end of the grant for one year. The institution pledges \$30,000 in salary/benefits and NHC pledges \$500 for student tuition, class supplies, and certification exams.

A key partner to assist the TCAT Murfreesboro efforts in sustainability of the Medication Aide program is the local school system in Rutherford County. The Rutherford County School system currently has a very active Career and Technical Education Program that will serve as a direct pipeline to attract students to enroll in the sixteen plus Medication Aide programs at TCAT Murfreesboro. TCAT Murfreesboro's goal is to have a Memorandum of Understanding agreement with Rutherford County High Schools that allow graduates from the Health Science CTE Programs of Study to earn up to 432 contact hours of advanced credit in several programs. TCAT Murfreesboro will be able to sustain the program through continued student enrollment and budgetary adjustments.

Section 6: Economic Status Acknowledgement (up to 15 additional points available)
Rutherford County does not qualify as an economically distressed county and would not be eligible for points awarded in this section.

## **Appendix B: Budget**

APPENDIX B- Budget

GRANT BUDGET						
GIVE Progra	GIVE Program Competitive Grant					
The grant budget line-item amounts below shall be applicable only to expenses incurred during the following  Applicable Period: BEGIN: October 24, 2019 END: April 25, 2022						
POLICY 03 Object Line-item Reference	EXPENSE OBJECT LINE-ITEM CATEGORY <sup>1</sup>	GRANT CONTRACT	GRANTEE PARTICIPATION	TOTAL PROJECT		
1, 2	Salaries, Benefits & Taxes	\$75,000.00	\$77,190.63	\$152,190.63		
4, 15	Professional Fee, Grant & Award <sup>2</sup>	0.00	0.00	0.00		
5, 6, 7, 8, 9, 10	Supplies, Telephone, Postage & Shipping, Occupancy, Equipment Rental & Maintenance, Printing & Publications	0.00	0.00	\$0.00		
11, 12	Travel, Conferences & Meetings	0.00	0.00	0.00		
13	Interest <sup>2</sup>	0.00	0.00	0.00		
14	Insurance	0.00	0.00	0.00		
16	Specific Assistance To Individuals	\$47,195.00	0.00	\$47,195.00		
17	Depreciation <sup>2</sup>	0.00	0.00	0.00		
18	Other Non-Personnel <sup>2</sup>	\$94,800.00	0.00	\$94,800.00		
20	Capital Purchase <sup>2</sup>	\$110,000.00	0.00	\$110,000.00		
22	Indirect Cost	\$26,159.60	0.00	\$26,159.60		
24	In-Kind Expense	0.00	See above	0.00		
25	GRAND TOTAL	\$353,154.60	\$77,190.63	\$430,345.23		

<sup>&</sup>lt;sup>1</sup> Each expense object line-item shall be defined by the Department of Finance and Administration Policy 03, Uniform Reporting Requirements and Cost Allocation Plans for Sub recipients of Federal and State Grant Monies, Appendix A. (posted on the Internet at: www.state.tn.us/finance/act/documents/policy3.pdf).

<sup>&</sup>lt;sup>2</sup> Applicable detail follows this page if line-item is funded.

## BUDGET LINE ITEM DETAIL – Rutherford Works: Developing a Healthcare Talent Pipeline

Salaries & Wages: \$75,000.00 -Medication Aide Instructor at TCAT Murfreesboro - \$75,000 -Rutherford County Schools will incur the cost for the Middle School teachers at an inkind of \$77,190.63 which includes benefits and taxes. Professional Fee, Grant & Award: \$0.00 Supplies, Telephone, Postage & Shipping, Occupancy, Equipment Rental & Maintenance, Printing & Publication: \$0.00 Travel, Conferences, & Meetings: \$0.00 \$0.00 Interest: \$0.00 Insurance: Specific Assistance to Individuals: \$47,195.00 This line item will be for the student expenses for the Medication Aide Course: Scrubs, Incidentals, Liability insurance, Text Books, Background Check for Certification Application Depreciation: \$0.00 Other Non-Personnel: \$94,800.00 Student Credentials Certified Nursing Assistant (CNA) \$7,500, Certified Clinical Medical Assistant (CCMA) \$34,875, the National Career Readiness Certificate (NCRC) \$18,000, and the Medication Aide Exam and Application Fee \$34,425. Capital Purchases: \$110,000.00

Health Science	Quantity	<b>Price</b>	<b>Total</b>
AED Trainer	2	\$200	\$400
Alcohol Prep Pads 200/box	5	\$15	\$75
Alcohol Prep Pads 200/box	5	\$15	\$75
Anatomical Models (10 different ones)	1	\$1,500	\$1,500
Blood Pressure Cuffs-Portable 1 per 3 students	15	\$15	\$225
Blood Pressure simulator (suggested) with training arm	1	\$1,100	\$1,100
Casualty Simulation	1	\$400	\$400
CPR Board	1	\$100	\$100
CPR Manikin-Adult	1	\$500	\$500
CPR Manikin-Child	1	\$350	\$350
CPR Manikin-Infant	1	\$350	\$350
CPR Training Face Shields\Resuscitation Devices 50/box	5	\$15	\$75
Digital Thermometer	13	\$15	\$195
Emery Boards-dozen	13	\$10	\$130
Eye Occluder	13	\$10	\$130
Face Mask 50/box	5	\$15	\$75
Gauze Sponges-Non-Sterile 200/bag	5	\$20	\$100
Gauze Sponges-Sterile 4X4-10 sets of 2	5	\$20	\$100
Giant Dental Care Model	1	\$150	\$150
Glo Germ Glo Kit	3	\$150	\$450
Gloves-large 100/box	1	\$25	\$25
Gloves-Medium 100/box	2	\$25	\$50
Gloves-Small 100/box	2	\$25	\$50
Health Education Sets - eye ball, brain, heart	3	\$200	\$600
Isolation Gowns 50/box	2	\$100	\$200
Kerlix Bandage Rolls	10	\$15	\$150
Oral Dental Swabs 250/box	2	\$20	\$40
Diagnostic Pen Lights	4	\$10	\$40
Percussion Hammer	5	\$5	\$25
Portable Anatomical Chart Set	1	\$250	\$250
Pulse Oximeter Kit	1	\$220	\$220
Safety Goggles	30	\$5	\$150
Snellen Chart	3	\$20	\$60
Standard Physician Scale with height and weight	1	\$200	\$200
Storage Cabinets	1	\$500	\$500
Surgical or Plastic Tape 24/box	5	\$20	\$100
Teaching Dual-head Stethoscope 1 per 3 students	5	\$100	\$500
Thermometer Sheaths 100/box	5	\$5	\$25
Tooth brushes	25	\$3	\$75
Toothpaste	25	\$4	\$100

Tuning Fork	1	\$10	\$10
Crutches	5	\$30	\$150
Total			\$10,000

The purchases will be for 11 Middle Schools - \$10,000 each of the items listed above.

Indirect Costs: \$26,159.60

- Computed at 8% of \$326,995

Total Grant Requested: \$353,154.60

## Appendix C: Memorandum of Understanding

## **MEMORANDUM OF UNDERSTANDING (MOU)**

Between

## Rutherford Works by Developing Healthcare Talent Pipeline Core Partners

Rutherford Works (RW), Workforce Essentials, Inc. (WE), Rutherford County School System (RCSS) TCAT Murfreesboro (TCATM)

And

Rutherford Works by Developing Healthcare Talent Pipeline Employer Partners

NHC, Adams Place, Murfreesboro Medical Clinic, Vanderbilt Medical Center, Stonecrest and

Amada Senior Living

This is an agreement by and between the parties listed above and hereinafter referred to the Rutherford Works Healthcare Pipeline Core Partners and named Rutherford Works Healthcare Pipeline Employer Partners, hereinafter referred to as the "employer partner".

## I. PURPOSE

The purpose of this MOU is to clearly identify the roles and responsibilities of each party as they relate to the Governor's Investment in Vocational Education (GIVE) proposal to implement the Rutherford Works Healthcare Pipeline program in Rutherford County. In particular, this MOU is intended to:

Establish expectations between the designated Rutherford Works Healthcare Pipeline core
partners and the employer partners to provide youth and adults the opportunity to gain
valuable vocational skills to address the labor shortage and skill deficits in the healthcare sector.

## II. SECONDARY SCHOOL: RUTHERFORD COUNTY SCHOOL SYSTEM

Rutherford County School System agrees to the following responsibilities:

- Actively recruit students to enroll in healthcare pathways to include implementing specific pathways that are applicable to the high school to including certified nursing assistant and transition to medication technician
- Provide students with work based learning opportunities by engaging students and employers in meaningful activities
- Manage dual enrollment and/or dual credit with the Tennessee College of Applied Technology Murfreesboro
- Implement middle school healthcare program of study

## IV. TENNESSEE COLLEGE OF APPLIED TECHNOLOGY - Murfreesboro

Tennessee College of Applied Technology – Murfreesboro agrees to the following responsibilities:

- Serve as the fiscal agent for the grant
- Coordinate dual enrollment and/or dual credit with identified Secondary Schools
- Deliver Mediation Technician Training to program participants
- Coordinate work-based learning opportunity(ies) required by employer for students/adults to work for employer partner upon completion of program

## V. Workforce Essentials, Inc. and Rutherford Works

Workforce Essentials, Inc. and Rutherford Works agrees to the following co-responsibilities:

- Support mission of Rutherford Works Healthcare Pipeline and coordinate partnership
- Monitor progress of Rutherford Works Healthcare Pipeline and serve as facilitator of minimum quarterly partnership meetings (or monthly conference calls, if needed)
- Promote the Rutherford Works Healthcare Pipeline to business community and local elected officials
- Serve as project director for GIVE grant
- Provide a direct connection to the myriad of services offered in the American Job Center system
  to customers, students and employers participating in the Rutherford Works Healthcare Pipeline
  program.
- Assist and develop with the implementation of career pathways in healthcare with local and regional employers and educational institutions.
- Co-enroll youth and adult participants who qualify under the Workforce Innovation and Opportunity Act (WIOA) bringing additional supports to the individual to eliminate barriers to training.
- Provide additional tailored support services for qualified WIOA customers to assist in their transition to employment.
- Assist in recruitment of area and regional employers.
- Convene and leverage stakeholders as need to garner local community support

#### VI. EMPLOYER RESPONSIBILITIES

Employers shall undertake one or more of the following activities (denoted by "X"):

	Rutherford Works Healthcare Talent Pipeline EMPLOYER PARTNERS	NHC	Adam	Marfreesboro Medical	Vanderbilt Medical	Amada Senion	Stonecress
	EMPLOYER agrees to partic	cipate in:					
Section 1: NEED	How many job openings will you have in next 2 years including new positions and turnover?	50	20	Numerous	Numerous	Numerous	Numerous
	Development of Youth Apprenticeship Opportunities	X	X				
	Development of Adult Apprenticeship Opportunities	X	X				
lan- ng	Host Plant Tours for youth and adult program participants	X	X				
Section 2: Program Plan- Work Based Learning	Participate in school career exploration events	X	X			X	
Progr sed L	Host teachers in plant to increase knowledge & awareness	X	X				
on 2: ] ck Ba	Create summer internships for students	X	X	X		X	
Sectio	Donate materials, tools or equipment to grant	X	X				
0,	Interview/hire qualified applicants completing program	X	X	X		X	X
	Participate in WIOA On-the Job Training	X	Х				
<b>L</b> 0							
on 3: gth Og ershij	Serve on Rutherford Works GIVE Advisory Council	X	X	X	X	X	X
Section 3: Strength Of Partnership	Attend scheduled meetings (calls or in-person)	X	X	X	х	х	Х
Section 4: Budget	Review budget and provide oversight on grant	X	X	X	X	X	X
on 5: ability	Employer agrees to hire QUALIFIED applicants if employer has job openings	х	X	X	X	X	X
Section 5: Sustainability	To support sustainability the Employers agrees to pay for participant costs of Medication Tech training program upon completion of GIVE Grant (TCAT to pay instructor cost)	X					

# VII. IT IS MUTUALLY UNDERSTOOD AND AGREED BY AND BETWEEN THE PARTIES THAT:

1. Modification of roles/responsibilities and the sustainability and scalability of the program are collectively decided by the Core and Employer partners identified in this MOU.

- 2. An employer partner may terminate its relationship with the program with a 30 day written notice to the lead agency or co-director. Additional employer partners may be added through signature to this agreement.
- 3. All partners commit to sustain the work-based learning model in the proposal and partnership beyond the GIVE grant.

### **VIII. EFFECTIVE DATE AND SIGNATURE**

This MOU shall be effective upon the signature of the Partners authorized officials. It shall be in force from January 1, 2020 to June 30, 2022.

Rutherford Works Healthcare Pipeline Partners agree with this MOU by their signatures.

This MOU may be executed in any number of counterparts, each of which together shall be deemed an original, but all of which together shall constitute one and the same instrument. In the event that any signature is delivered by facsimile transmission or by e-mail delivery of a ".pdf" format data file, such signature shall create a valid and binding obligation of the party executing (or on whose behalf such signature is executed) with the same force and effect as if such facsimile or ".pdf" signature page were an original thereof.

Mala W. Rye	9/2/19	MATA	9/4/2019
Marla W. Rye	Date	Beth Duffield	Date
Workforce Essentials, Inc.		Rutherford Works	
Rill C Spunder	9/4/19	Carol D. Pury	ear 9/3/19
Mr. Bill C. Spurlock	Date .	Carol Puryear	Date
Rutherford County School Sys	stem	TCAT Murfreesboro	
See Letter of Support for Signature	8/29/19	11	8.23,2019
Nell P. Moore	Date	Chris West	Date
Murfreesboro Medical Clinic		NH C	
See Letter of Support for Signature	8/28/19	Buckley Washe	· 8-23-19
Amy New		Buckley Winfree	Date
Vanderbilt University Med. C	enter	Adam's Place	
See Letter of Support for Signature	8/29/19	See Letter of Support for Signatur	e 8/20/19
Amy Carson	Date	Kevin Fehr	Date
Stonecrest Medical Center	23.0	Amada Senior Care	2 3.10
Storiest Cot Wicking Scritci		, and a serior care	



August 29, 2019

Marla Rye Workforce Essentials 523 Madison St A Clarksville, TN 37040

Ms. Rye,

I am writing this letter on behalf of the GIVE Grant proposal being submitted by Rutherford County Schools and TCAT Murfreesboro/Smyrna TN.

Murfreesboro Medical Clinic (MMC) is one of the largest Multi-Specialty Clinics in Middle Tennessee. We have eighty plus physicians (different specialities) and are adding new physicians rapidly. Each of these physicians requires a nurse or two. Because MMC employs over seven hundred employees, and approximately two hundred and fifty (250) of these employees are nurses, we are having difficulty keeping these open positions staffed.

There is a nationwide shortage of nurses, and with the unemployment rate in Rutherford County coming in at 2.9% there are not enough nurses to go around.

MMC agrees to participate in the GIVE training, and continue to support the paid interns and the students of Murfreesboro and Rutherford County just like we have done in the past.

Sincerely,

Murfreesboro Medical Clinic & SurgiCenter Nell P Moore, Director of Human Resources

tell P. Moore

1272 Garrison Drive Murfreesboro, TN 37129



Office of Government and Community Affairs

August 28, 2019

Marla Rye Workforce Essentials 523 Madison St A, Clarksville, TN 37040

Dear Marla,

I hope this letter finds you well! We are so very excited to write this letter of support for the GIVE Grant application being proposed by Rutherford County Schools and TCAT Murfreesboro/Smyrna, around Workforce Development.

Vanderbilt University Medical Center (VUMC) employs more than 1,800 individuals who call Rutherford County home. Aside from our team members who live in Rutherford County, we have 29 VUMC and Children's Hospital Clinics in the county. In addition, As of November 2019, we will open a new state of the art Children's' facility in the heart of the county.

As you might imagine, with this tremendous growth, the need for a skilled workforce cannot be overstated. Given the growth of the county and surrounding rural populations, combined with the aging population and subsequent potential retirees, we look forward to any and all solutions to this issue. The assurance of a high-quality workforce, coupled with passionate students interested in healthcare, will help us to achieve the highest quality of care this region deserves.

Please accept this letter as a very strong endorsement for the Rutherford County Schools and TCAT Murfreesboro/Smyrna proposal. If you have additional questions, feel free to contact me at 931-267-9750.

Sincerely,

Amy New

Director of Programs

Cimy her

2147 Belcourt Avenue Suite 200 Nashville, TN 37212

tel 615.875.7594

#### **Amada Senior Care**

402 Uptown Square Murfreesboro, TN 37129 Phone: 615 933 7494

Marla Rye

**Workforce Essentials** 

523 Madison St A Clarksville, TN 37040

Marla,

20 August 2019

I am writing this letter on behalf of the GIVE Grant proposal being submitted by Rutherford County Schools and TCAT Murfreesboro/Smyrna. Amada Senior Care provides non-medical care services to hundreds of seniors across Middle Tennessee. There is a workforce shortage of qualified CNA's in our industry causing many needy seniors to go without essential care for their well-being. Currently, we have 8 full time positions available just in Rutherford County.

We are one of the largest companies in the area, and many more companies are experiencing this workforce shortage. Amada Senior Care agrees to participate in the GIVE training and give priority to interviewing and hiring individuals that fulfill the GIVE requirements. We will also hire students for summer interships, as well as commit to interview and hire students that complete the training program and meet Amada Senior Care's hiring guidelines.

From a sustainability perspective, Amada Senior Care will provide financial support in the way of wages during employment of students as they participate in capstone leading curriculum. Additionally, Amada Senior Care will provide the supervisory staff to support the work based learning initiatives on the worksite. We are fully committed to support this essential grant proposal.

Respectfully Submitted/.

Kevin B. Fehr, CSA

President & CEO Amada Senior Care



Marla Rye Workforce Essentials 523 Madison St A, Clarksville, TN 37040

### To whom it may concern:

I am writing this letter on behalf of the GIVE Grant proposal being submitted by Rutherford County Schools and TCAT Murfreesboro/Smyrna. The proposal includes the following:

- Add middle school Introduction to Health Science to all 11 middle schools (all feed into 7 high schools)
- Create apprenticeship programs with 7 high schools. (Siegel, Rockvale, Smyrna, Blackman, Oakland, Stewarts Creek, LaVergne)
- Estimating a total of 200 juniors/seniors each year with 100 earning certs each year 25 CNA and 75 CCMA
- Add Medication Aid on during the summer of their senior year (3 classes of 15 each year)

StoneCrest Medical Center is a 109 bed acute care facility providing inpatient, outpatient and emergency services to Rutherford and surrounding counties. As one of the larger employers in Rutherford County, we support this program and what it represents for us.

StoneCrest is willing to participate in the GIVE training and provide interview opportunities for those who complete the GIVE requirements.

Sincerely,

Amy Cason, MSN/MBA, NEA-BC/ Chief Nursing Officer

StoneCrest Medical Center

200 StoneCrest Blvd, Smyrna, TN 36717